Capstone Concept for Joint Operations (CCJO)

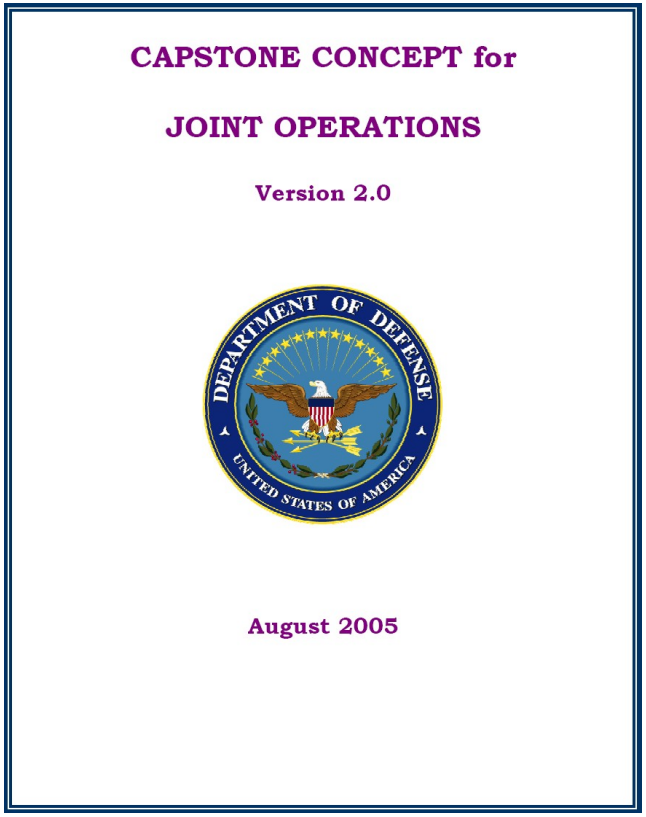
Development Plan

Joint Staff / J7 / JETCD
9 Jan 07

Purpose and Cont

- **Purpose:** Describe the plan for assessing and revising the CCJO

- **Contents:**
  - CCJO Overview
  - Development Schedule
  - Assessment Plan
  - Revision Plan



CCJO Overvie

- **Purpose:** Lead force development and employment by providing a broad description of how the future joint force will operate

- **Scope:** Applies across the range of military operations in 2012-2025 to operations conducted unilaterally or in conjunction with multinational military partners and other government and non-government agencies

- **Problem:** Complex and adaptive adversaries will likely employ traditional, irregular, disruptive, and catastrophic methods singularly or in combinations which are intended to keep the future joint force from being successful across the range of military operations

- **Solution:** The joint force, in concert with other elements of national and multinational power, will conduct integrated, tempo-controlling actions in multiple domains concurrently to dominate any adversary, and help control any situation in support of strategic objective

- **Status:** Version 2.0 approved Aug 2005

CCJO Overvie

The joint force, in concert with other elements of national and multinational power, will conduct integrated, tempo-controlling actions in multiple domains concurrently to dominate any adversary, and help control any situation.

- **The joint force will have the capability to:**
  - **Act from multiple directions in multiple domains concurrently**
  - **Conduct integrated and interdependent action**
  - **Project and sustain the force from inter- and intra-theater distances**
  - **Act directly upon the enemy to produce operational and strategic results**
  - **Control tempo to seize the initiative and gain a time-space advantage**
  - **Transition quickly and smoothly among the various actions**
  - **Manage perceptions and expectations**
  - **Act discriminately**

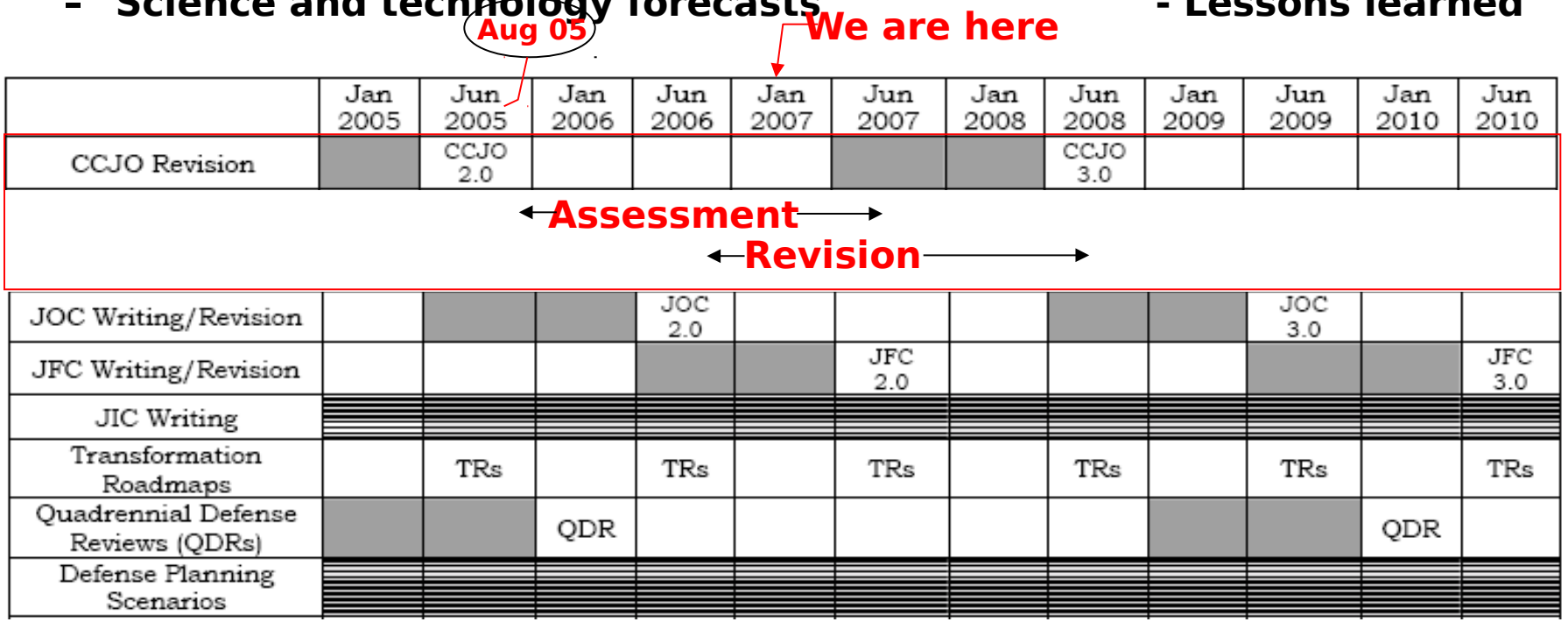
CCJO Overvie

The joint force, in concert with other elements of national and multinational power, will conduct integrated, tempo-controlling actions in multiple domains concurrently to dominate any adversary, and help control any situation.

- **The joint force will be:**
  - **Knowledge Empowered**
  - **Networked**
  - **Interoperable**
  - **Expeditionary**
  - **Adaptable**
  - **Enduring/Persistent**
  - **Lethal**
  - **Adaptable/Tailorable**
  - **Precise**
  - **Fast**
  - **Resilient**
  - **Agile**

Development Schedule

- **CCJO assessment and revision is synchronized with overall JOpsC development and strategic guidance release**
- **CCJO development is informed by:**
  - **Joint operating environment guidance** **- Strategic**
  - **Joint concepts** **- Experimentation results**
  - **Science and technology forecasts** **- Lessons learned**



Assessment Plan—Overview

- **Purpose: Evaluate the CCJO in order to**
  - **Determine whether the solution solves the military problem**
  - **Discover potential alternative solution elements**
  - **Assess the utility of the CCJO for guiding joint force development**

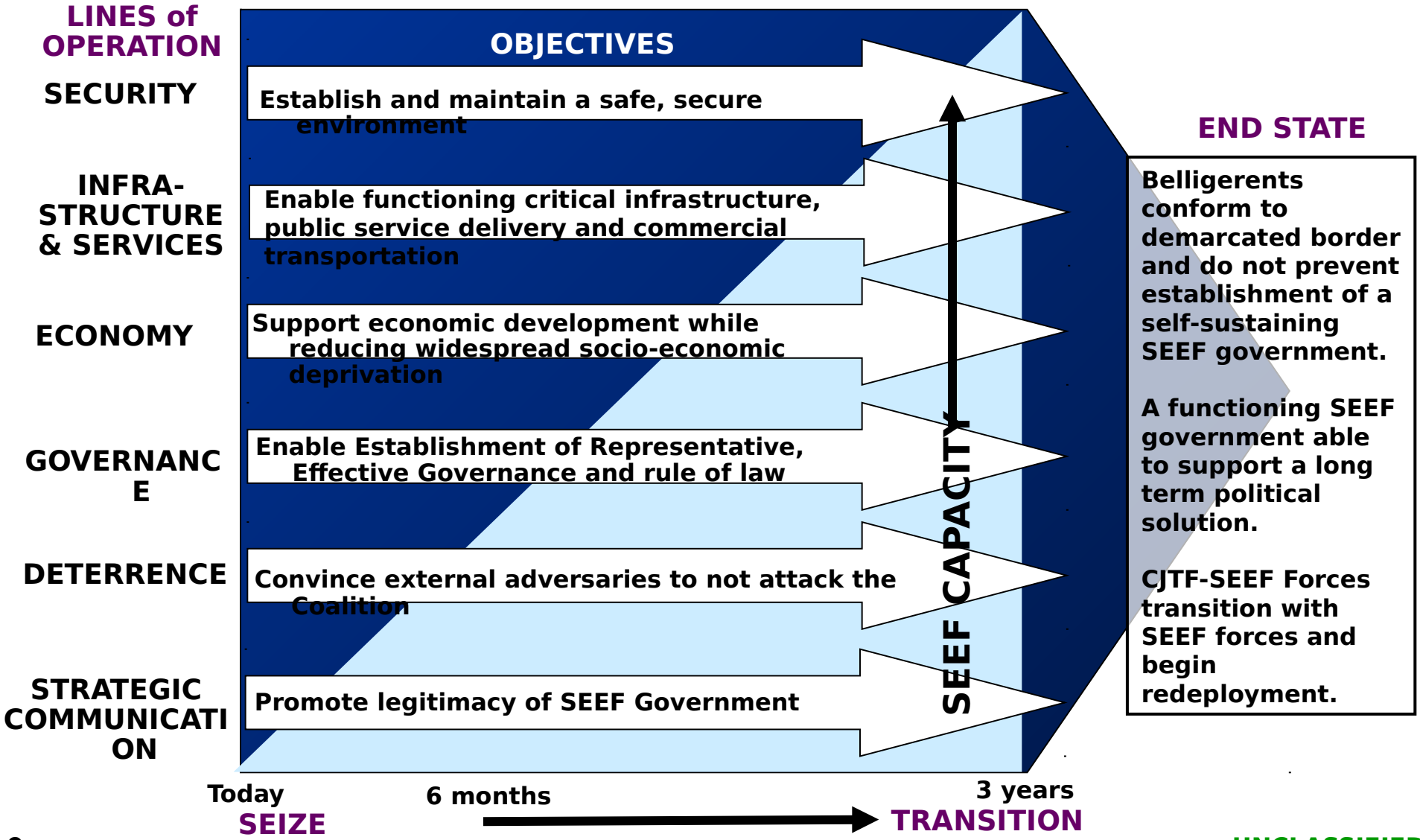
- **Approach: Evaluate the CCJO through**
  - ***CCJO CONOPS*: J7/JETCD project to apply the CCJO and relevant JOpsC to the Unified Quest 2006 scenario**
  - ***International Red Team*: Directed Institute for Defense Analysis (IDA) project to prepare a Red Team of senior foreign military officers (active/retired) to identify potential failure modes and alternative ideas for the CCJO**
  - ***Experimentation*: Directed IDA project to examine key Joint and Service experiments to determine application of and implications for the CCJO**
  - ***Defense Studies*: Directed IDA project to examine key studies to determine application of and implications for the CCJO**
  - ***C2 Study:* Directed IDA project to examine C2 requirements for CCJO implementation and recommend**
  - ***Outreach*: Series of seminars, workshops and discussions with multinational, inter-agency and military stakeholders/experts to gain feedback and new insights for the CCJO**

Assessment Plan—CCJO CONOPS

- **Purpose:** Test the CCJO solution and discover new solution elements by developing a CONOPS that directly applies the CCJO in a future scenario
- **Approach:**
  - J7/JETCD operational planning team (OPT) develops a CONOPS using the Unified Quest 06 scenario
  - CONOPS directly applies the CCJO and JOCs for Deterrence and Military Support to Stabilization, Security, Transition and Reconstruction Operations (SSTRO)
  - Results include an assessment of the CCJO solution (emphasis on supporting ideas and joint force characteristics) and candidate revision ideas
  - CONOPS is evaluated by the I
- **Milestones:** 2006
  - 10 Aug: Complete basic CONOP
  - 22 Sep: Refine CONOPS
  - 31 Oct: Finalize CCJO assessme
  - 6-10 Nov: Evaluate through International Red Team

Assessment Plan—CCJO CONOPS

OPERATING CONCEPT—Operational Design


LINES of OPERATION
OBJECTIVES
SECURITY
Establish and maintain a safe, secure environment
INFRA-STRUCTURE & SERVICES
Enable functioning critical infrastructure, public service delivery and commercial transportation
ECONOMY
Support economic development while reducing widespread socio-economic deprivation
GOVERNANCE
Enable Establishment of Representative, Effective Governance and rule of law
DETERRENCE
Convince external adversaries to not attack the Coalition
STRATEGIC COMMUNICATION
Promote legitimacy of SEEF Government
SEEF CAPACITY
END STATE
Belligerents conform to demarcated border and do not prevent establishment of a self-sustaining SEEF government.
A functioning SEEF government able to support a long term political solution.
CJTF-SEEF Forces transition with SEEF forces and begin redeployment.
Today
6 months
3 years
SEIZE INITIATIVE
TRANSITION

Assessment Plan—CCJO CONOPS

OPERATING CONCEPT—Decisive

Decisive point: A geographic place, specific key event, critical system, or function that allows commanders to gain a marked advantage over an enemy and greatly influence the outcome of an attack.

Objective: The clearly defined, decisive, and attainable goals towards which every military operation should be directed.

			Objective
Security	Persistent presence with small Coalition units, including SEEF Civil Guard, throughout JOA with initial emphasis on Argaedia, Illyria and Hvar provinces.	SEEF forces have capacity to enable large-scale, civilian and host nation-led activities.	Establish and maintain a safe and secure environment.
Infrastructure and Services	Coalition and appropriate SEEF elements secure and expand capacity of critical infrastructure with an emphasis on utilities.	SEEF has capacity to provide basic public services and maintain the supporting infrastructure.	Enable the functioning of critical infrastructure, public services, and commercial transportation.
Economy	Employment provided at local level through rapid implementation of public works and local business development programs.	Market economy reflects positive indicators for growth and unemployment.	Support economic development while reducing widespread socio-economic deprivation.
Governance	Tailored local consultation and reconciliation program implemented throughout the JOA.	Effective, representative political institutions and processes—interim and long term—are accepted as legitimate.	Enable establishment of representative, effective governance and rule of law.
Deterrence	Priority points of access to SEEF territory are fortified against traditional penetration and irregular infiltration threats	SEEF security and military forces have sufficient capacity to credibly deny adversary objectives and impose costs; adversaries perceive incentives for restraint	Convince external adversaries to not attack the Coalition.
Strategic			Promote legitimacy of SEEF

Simultaneous execution Result-based transition

Assessment Plan—CCJO CONOPS

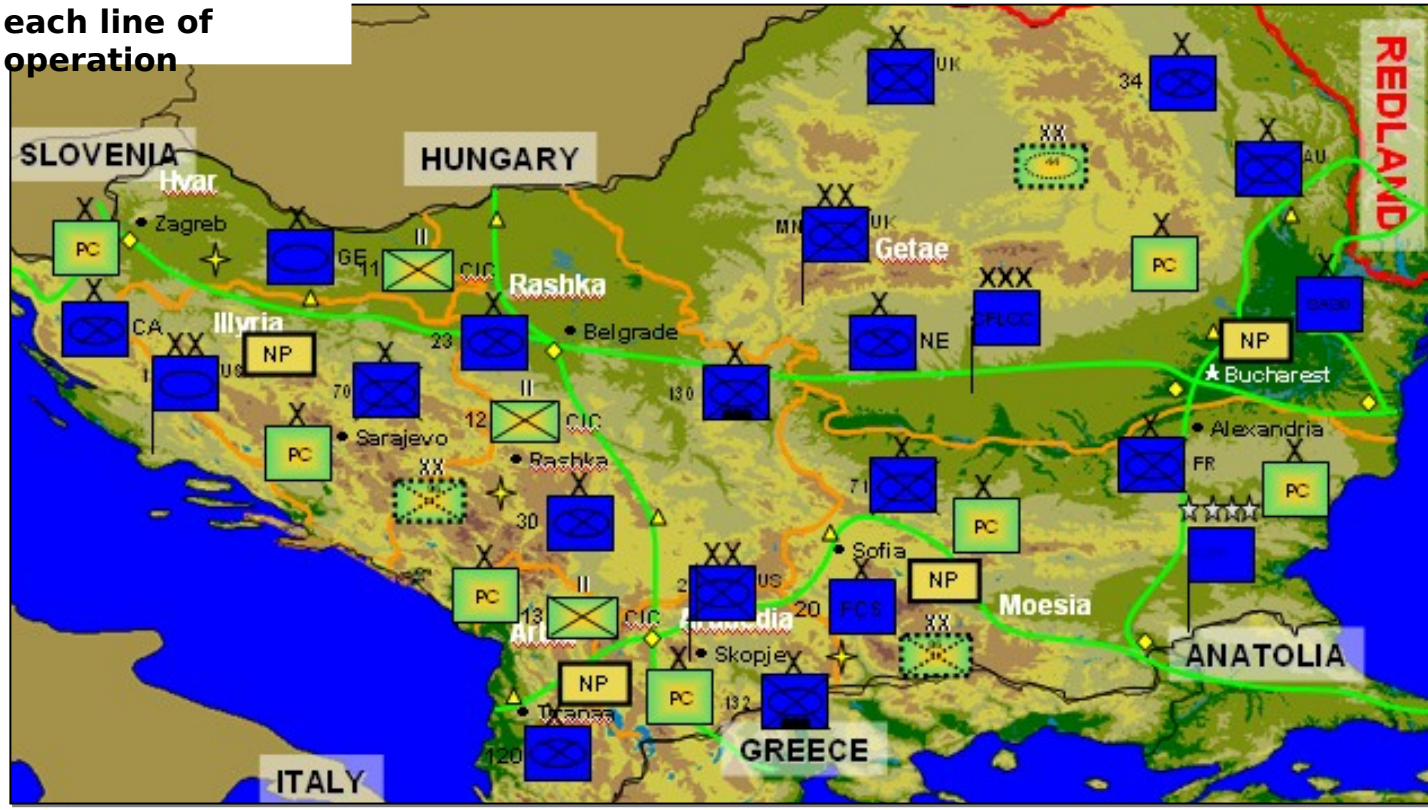
OPERATING CONCEPT—Seize Initiative Overview

★ Decision point reached for each line of operation

Main Effort:
Security

Geographic Focus:
- Hvar (Zagreb + MSR)
- Illyaria (Sarajevo + MSR)
- Argaedia (Skopje + MSR)

Stakeholder Focus:
- SEEF Security Forces
- Hejirist Defense League
- Slavic Salvation Front

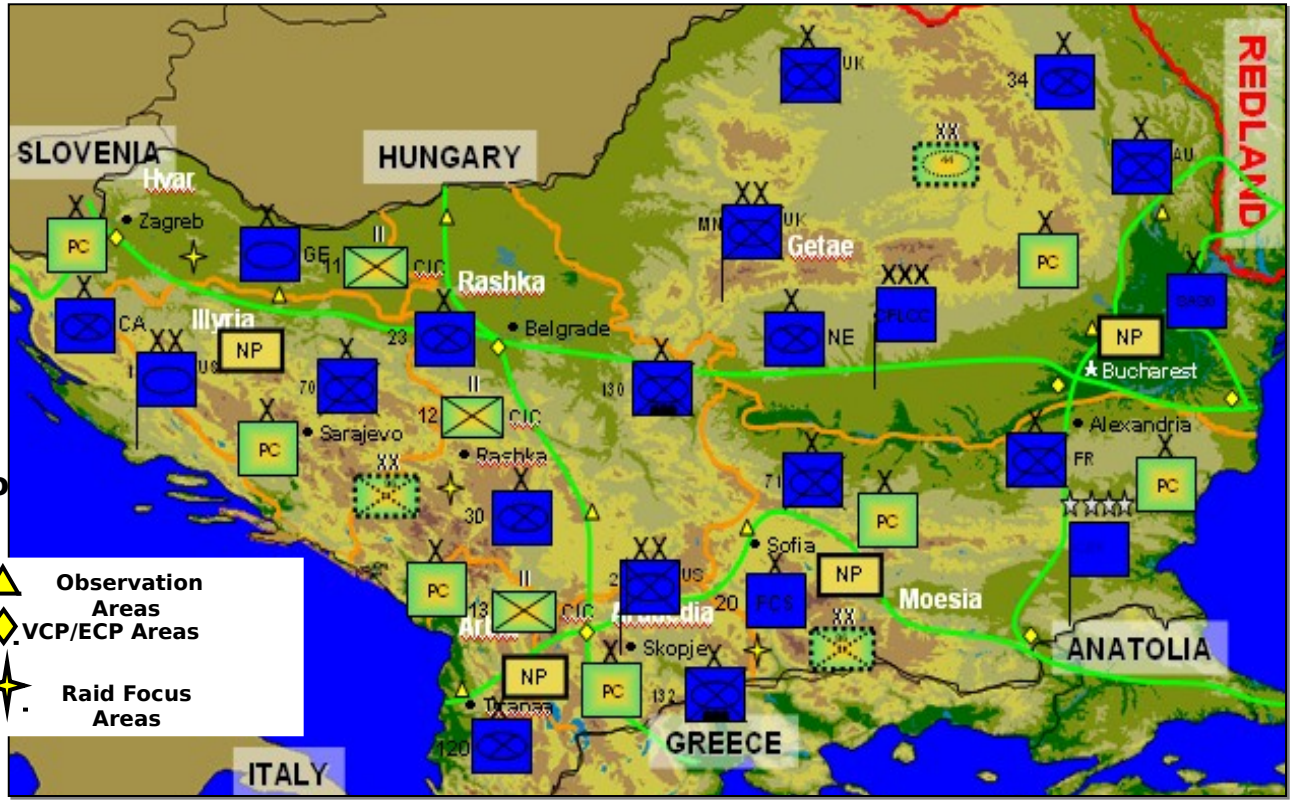


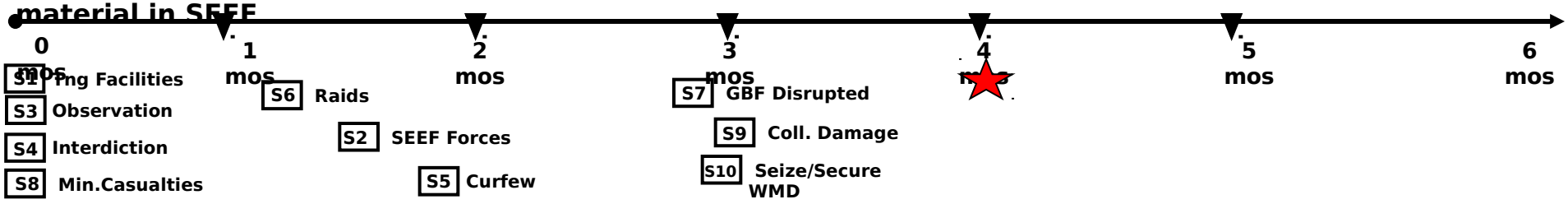
Assessment Plan—CCJO CONOPS

SECURITY (S) EFFECTS

OPERATING CONCEPT—Seize Initiative: Security

1) Key training facilities protected
2) 75% equipped and trained SEEF Civil Guard forces
3) Belligerent/criminal activity curtailed due to physical observation along MSRs/ ASR
4) Belligerent freedom of movement interdicted through VCPs and ECPs throughout JOA
5) Belligerent freedom of movement neutralized through curfew (2200-0600)
6) Use actionable intelligence to execute targeted raids and exploitation
7) GBF support disrupted through increased internationa counter terrorism cooperation
8) Coalition force casualties minimized.
9) Collateral damage limited
10) Seize and secure any WMD material in SEEF





DP: Persistent presence with small Coalition units, including SEEF Civil Guard, throughout JOA with initial emphasis on Argaedia, Illyria a

Assessment Plan—CCJO CONOPS

OPERATING CONCEPT—Seize Initiative: Deterrence

DETERRENCE (D) EFFECTS

Impose Costs

1) ISR and Global Strike forces are postured for time-sensitive targeting

2) Key belligerent leaders / resources captured in targeted raids

3) Belligerent freedom of movement is restricted by security forces

Deny Benefits

4) Local security and random cargo inspection provided at priority seaports

5) Coalition forces present credible defense to Redland attack

6) UN forces are credible deterrent

7) Counter-intelligence capacities in Bucharest, Hvar, Argadia, and Illyra offer sustained, actionable results

Encourage Restraint

8) Public support to belligerents declines

9) Political dialogue opened with HDI and UFEJ

10) Economic incentives offered to Redl

0 | 1 | 2 | 3 | 4 | 5 | 6 months

D1 Intel Surveillance
D2 Targeted Raids
D3 Restricted Movement
D4 Port Security
D5 Credible defense
D6 Credible deterrent (UN)
D7 Counter-intelligence
D8 Support declines
D9 Political dialogue
D10 Economic incentives

DP: Priority points of access to SEEF territory are fortified against traditional penetration and irregular infiltration threats

Assessment Plan—CCJO CONOPS

- **Preliminary insights:**
  - **Substantiated central and supporting ideas**
  - **Identified challenges associated with applying the solution elements**
  - **Generated candidate ideas for the revision related to irregular warfare, building partner capacity, and strategic communication**
  - **Introduced new operational effects and competing ideas for relevant JOCs**

- **Current and future CCJO assessment can be improved:**
  - **Develop a CCJO that is more conducive to application and assessment (strengthen its operational credentials)**
  - **Expand and reinforce application of the CCJO in the development of other joint concepts, joint experimentation and the analytical agenda**
  - **Build an assessment plan that more directly tests and evaluates the CCJO solution as well as subordinate JOpsC**

Assessment Plan—International Red Team

- **Purpose: Obtain senior foreign military officer evaluation of CCJO**
- **Approach:**
  - **IDA contracted to provide Red Team**
  - **Red Team modeled on Project Mirror I (avoids mirror-imaging in strategy)**
  - **J7/JETCD develops CCJO-based CONOPS for Unified Quest 06**
  - **Red Team evaluates the CCJO and CONOPS during 5-day structured session**
  - **IDA prepares report on results**
- **Milestones:**

12 Jun: Approved scenario delivered to IDA
10 Aug: Basic CONOPS provided to IDA
6 Sep: IDA Interim Progress Review (IPR)
22 Sep: Refined CONOPS to IDA
1 Oct: Guidance/CONOPS to Red Team
6-10 Nov: International Red Team evaluation
13 Dec: IDA IPR

RED TEAM MEMBERS

- **General (Ret) Jean Rannou, Panel Chairman (France):** Former Chief of Staff, French Air Force; Military Advisor to President of the Republic
- **Lieutenant General Noboru Yamaguchi (Japan):** Commander, Japan Ground Self Defense Force Training and Doctrine Command; Formerly Deputy Director, National Institute for Defense Studies
- **Major General (Ret) Ahn, Kwang Chan, J.D. (Republic of Korea):** Former Chief of Staff, US-ROK Combined Forces Command; Currently Chairman, Emergency Planning Commission, Blue House
- **Brigadier (Ret) Arun Sahgal, Ph.D (India):** Senior Fellow, United Services Institute of India, New Delhi; Former Director of Net Assessment, Indian Ministry of Defense; Tank Officer
- **Major General (Ret) Mohammad K. Shiyyab (Jordan):** Director, Cooperative Monitoring Center--Amman, Jordan
- **Brigadier General Wlodzimierz Potasinski (Poland):** Former Deputy Commander, Multinational Division Central-South, Iraq
- **Commodore (Ret) Patrick J. Tyrrell (UK):** Director, VALE Atlantic Associates, Cornwall, UK;

Assessment Plan—International Red Team

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Dec 06 IPR

General Assessment of CCJO

- Panel applauded attempt to create CCJO
  - U.S. is only one that has done it so far
  - Difficult to decide the goal and content of such a document.
    - Excellent job based on choices made
    - Big picture
    - V 2.0 is a good start
- Well written document
  - Good intellectual content w/ coherence
- Central idea and fundamental actions generally make sense for traditional operations

5 January 2007 1

Assessment Plan—International Red Team

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Dec 06 IPR

General Assessment of CCJO -"Howevers"

- Unequal applicability to the four challenges (traditional, irregular, disruptive, catastrophic)
  - Most applicable to the traditional threat
  - Harder to apply to irregular threats – only partially fits
  - Fits poorly or not at all with disruptive or catastrophic threats
- Need clearer linkages to subordinate concepts to clarify the "how" of implementation of CCJO ideas
  - Lacks balance between "ends, ways, & means" – it is mostly ways
- Need better linkages to higher level interagency & multinational concepts to put CCJO in context of national strategy

Assessment Plan—International Red Team

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IDA

Other General Comments

Dec 06 IPR

- CCJO doesn't adequately deal with rise of peer competitors utilizing anti-access and other disruptive strategies
  - Disruptive ideas such as Hezbollah use of rockets against Israel
  - Disruptive technologies such as cyber-attacks
- The following need more emphasis:
  - C2
  - Religion as a critical factor in current and future operations
  - Need to work with and empower local actors
  - Border Control & Denying Enemy Sanctuaries
  - Damage Control – adaptability and agility in recovering from own mistakes (cannot assume there won't be any)

sessment Plan—Studies and Experimentation

- **Purpose:**
  - Evaluate CCJO solution elements as applied in defense studies and experimentation
  - Generate new solution ideas based on studies/experimentation results
- **Approach:**
  - 18 month effort funded by OSD/AT&L and performed by IDA
  - Survey experiments on JOpsC concepts and other experiments in JFCOM's CPLAN (and other experiments outside of CPLAN where practical)
  - Survey studies of Joint Staff, OSD/PA&E, the Services, and other organizations
  - Compare CCJO elements to the conclusions and insights of experiments/studies
  - Look for patterns and/or transformational ideas for guiding joint force development
  - Summarize recommendations for the CCJO revision effort—what should be emphasized, added, subtracted, or changed, and why
- **Milestones:**

  Quarterly: Progress Reviews

  Jul 06: Preliminary assessment report (rescheduled to 13 Dec 06)

  May 07: Results brief

  Jun 07: Final results report

sessment Plan—Studies and Experimentation

IDA

Initial Results

Based on the review of three events (*Global Deterrence JOC LOE; UNIFIED QUEST 06 & URBAN RESOLVE 2015*) all:

- had an explicit linkage to the CCJO and/or the JOpsC family;
- were, in general, congruent with the concepts and ideas embodied in the CCJO;
- resulted in both positive and negative insights with respect to experiment objectives and the JOpsC family;
- provided no insights that explicitly contradict or negate CCJO concepts or ideas;
- determined there are problems with the CCJO, but not of commission, but rather of omission.

sessment Plan—Studies and Experimentation

UNCLASSIFIED

Unclas

Dec 06 IPR

General Substantive Recommendations

Issue: While the reviewed experiments differed in focus & content, there are some insights applicable to the CCJO that appear numerous times.

Recommendations:

1. Develop a section emphasizing the "changed" demands on and requirements for "new" approaches to Command and Control.
2. Develop a section dedicated to a more in-depth discussion of the role interagency and multinational elements will play in future operations.
3. Expand the discussion on "Unified Action".

ssessment Plan—Command and Control Study

- **Purpose:**
  - Determine whether current C2 models meet needs for CCJO implementation
  - Recommend improvements to the C2 aspects of the CCJO
- **Approach:**
  - 12 month effort performed by IDA Joint Advanced Warfighting Program (JAWP)
  - Extract stated or implied JC2 concepts from the CCJO in order to determine the C2 capabilities needed for future joint warfighting
  - Assess JC2 approaches in doctrine and current operations
  - Assess JC2 approaches in other sources, including the MSFD scenarios and selected recent Joint and Service Title 10 Wargames and experiments
  - Assess JC2 approaches in the JC2 Functional and Integrating Concepts
  - Describe the delta between current doctrine / practice / experiments / studies / concepts and stated or implied JC2 needs described in the CCJO
  - Make recommendations for improving JC2 in the CCJO
- **Milestones:**

  Quarterly: Progress Reviews

  Jul 06: Revised Statement of Work

  Dec 06: Final briefing

  Jan 07: Final report

ssessment Plan—Command and Control Study

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Sub-Task 8

Dec 06 IPR

Describe the delta between the *CCJO* and collective findings, insights, vision from above sources; (1) Are doctrinal joint command structures adequate to execute the *CCJO*? Why or why not?

Conclusions (1):

- Short answer is NO and the issue is much broader than C2 structures.
- The majority of doctrinal documents and other current instantiations of JC2 tend to describe/ support the status quo approach perhaps with technical enhancements to make it work better (e.g. network enabled status quo operations).
  - A much improved version of the Industrial Age approach.
  - As if an ultra fast new breed of messenger's horses were introduced about the same time as the telegraph.
- The fundamental concepts in the *CCJO*, especially knowledge, will depend on the adoption of significantly different JC2 approaches (including command structures) to realize their full potential.

ssessment Plan—Command and Control Study

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Sub-Task 8 (cont)

Dec 06 IPR

Describe the delta between the *CCJO* and collective findings, insights, vision from above sources; (2) What C2 options exist or what new C2 capabilities are required to close any gaps and to achieve the C2 requirements implied in the *CCJO*?

Conclusions (2):

- A significant JC2 Gap exists but the *CCJO* does little to illuminate gaps or required capabilities.
- However the *JC2 FC*, *JC2 IC* and the *N-CE JFC* describe the future JC2 concepts and outline gaps.
- The *C2 JCD* describes required JC2 capabilities from the three concepts in more detail.

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ssessment Plan—Command and Control Study

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Sub-Task 8 (cont)

Dec 06 IPR

Describe the delta between the *CCJO* and collective findings, insights, vision from above sources; (3) Determine whether the *CCJO* clearly and adequately describes (or implies) the JC2 dimension of how joint forces are expected to operate across the ROMO in 2013-2026.

Conclusions (3):

- *CCJO* does not clearly and adequately address future JC2.
  - Never mentions JC2 directly
  - Need for advanced concepts implied throughout
  - Is about JC2 without acknowledging it
- JC2 is "**a**" if not "**the**" critical transformational development in how future forces will operate.
  - *UNAAF* says "C2 is the most important function undertaken by a JFC."
  - Fundamental joint action "knowledge" is both dependent on and a component of JC2.
  - How knowledge is created, shared and exploited through collaboration is a function (and output of) of the JC2 approach.
- JC2 is too important to be left entirely to the *FC* & *IC* and other subordinate concepts.
  - Leaves too much room for misunderstanding, self-definition or selective interpretation by the reader.

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ssessment Plan—Command and Control Study

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Sub-Task 8 (cont)

Dec 06 IPR

Describe the delta between the CCJO and collective findings, insights, vision from above sources; (4) Determine how consistent the Joint C2 Functional Concept and the C2 Joint Integrating Concept are with the CCJO.

Conclusions (4):

- *JC2 FC* and *C2 JIC* are consistent with but conceptually ahead of the *CCJO*.
  - Both documents support the three fundamental joint actions concepts
  - But the linkage between the two is tenuous due to the aforementioned lack of clarity about JC2 in the *CCJO*
    - As a result other less transformational FC & IC documents might also be seen as satisfying the murky JC2 ideas in the *CCJO*
- *CCJO* can make the linkage between it the *JC2 FC* and *C2 JIC* (as well as the *N-CE JFC*) clearer, more explicit
  - Would remove leeway for erroneous interpretation

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Assessment Plan—Outreach

- **Purpose: Gain comprehensive, alternative perspectives on the CCJO solution**
- **Approach:**
  - **Outreach program supports assessment and revision phase objectives**
  - **Conduct workshops with multinational partners**
    - United Kingdom (Apr 06, Jul 06)
    - Russia (Sep 06)
    - New Zealand (Jun 06, Spring 07)
    - Estonia (Sep 06)
    - International Red Team (Nov 06)
    - Canada, Australia, Israel (Spring 07)
  - **Conduct focus groups with key interagency offices**
    - State, USAID, Homeland Security, National Counterterrorism Center
    - Model sessions on Irregular Warfare JOC 'focus group" interagency outreach effort
  - **Gain feedback from JCDE community**
    - Examine CCJO solution application with concept authors
- **Milestones:**

Sep 06: Complete 1st-round of multinational outreach
Mar 07: Complete JOpsC author survey
Mar 07: Complete interagency outreach
Apr 07: Complete 2nd-round of multinational outreach

Revision Pl

- **Purpose: Improve the CCJO through a two-phase revision process**
- **Approach:**
  - **Phase I: Develop, acquire and evaluate critical inputs**
    - Alternative futures: Joint Operating Environment (JOE) development; Project Horizon; other futures-related efforts (USJFCOM, Services)
    - JOpsC Development: Net assessment of JOC, JFC and JIC development
    - Experimentation Results: Collect and evaluate results of major joint experiments
    - Strategic Guidance: Evaluate existing and new guidance; participate in development of the National Military Strategy; obtain CJCS intent
    - Joint Capability Areas (JCAs): Determine approach to applying JCAs
    - Outreach: Series of seminars, workshops and discussions with multinational, interagency and military stakeholders/experts to gain feedback on CCJO utility, revision focus, and purpose
  - **Phase II: Lead a collaborative joint writing process beginning June 07**
- **Milestones:**

Nov 06: Mad Scientist workshop
Feb 07: JOE conference
Mar 07: JOpsC evaluation complete
May 07: Outreach complete
Jun 07: Finalize Phase II Terms of Reference (TOR)
Jul 07: Initial writing process workshop

FUTURE JOINT WARFARE

"America's Military Preparing for Tomorrow"

References | JCSG | JETCD POC List | Related Links

- Home
- **Concepts**
  - CJCSI 3010.02B
  - CCJO
  - JOCs
  - JFCs
  - JICs
  - Concepts Status
  - Concept Exsums
  - Lessons Learned
- **Experimentation**
  - CPLAN
  - CJCS Guidance
  - CBA User's Guide
- **DPS Initiatives**
- **Joint Capability Areas**
  - Draft JCAMP
  - Lexicon
  - Taxonomy

J7 Joint Experimentation, Transformation, and Concepts Division (JETCD)

Supports and facilitates the transformation efforts of the Chairman of the Joint Chiefs of Staff by acting as the primary agent for developing and monitoring the implementation plans for joint experimentation and concept development. JETCD develops the Capstone Concept for Joint Operations (CCJO) and integrates subordinate Joint Operating Concepts, Joint Functional Concepts, and Joint Integrating Concepts. The division ensures that this family of joint concepts, known as the Joint Operations Concepts (JOpsC) family, is properly represented in guidance and planning documents, such as the Quadrennial Defense Review, Strategic Planning Guidance, Military Strategy, Service Transformation Roadmaps, and Service Concepts. JETCD is the Joint Staff lead for joint experimentation. It also develops Blue Force concept of operations to support the Defense Planning Scenarios ensuring they are consistent with future joint concepts

http://www.dtic.mil/futurejointwarfare/

AM Break

20 minutes